

## Pay Gap Report

Published March 2021

Cambridgeshire County Council is an employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This involves carrying out calculations that show the difference between the average earnings of men and women in our Council; it will not involve publishing individual employees' data. The data used for the calculations is the Council's pay data as of 31<sup>st</sup> March 2020.

We are required to publish the results on a government gender pay gap website, and in addition we publish the high level results on the Cambridgeshire County Council website alongside our pay and transparency data.

Gender pay reporting is used to assess:

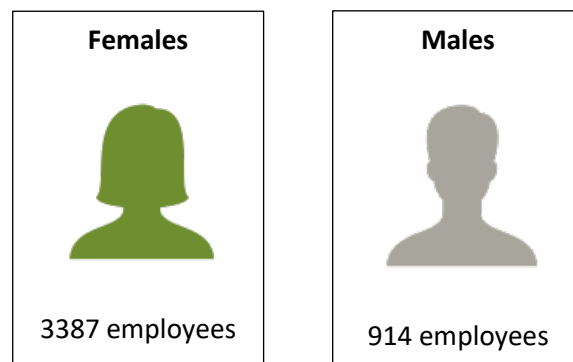
- the levels of gender equality in our workplace
- the balance of male and female employees at different levels

Although not a legislative requirement, we have also chosen to publish our ethnicity pay gap and have included recommendations as a result of the figures into the action plan below.

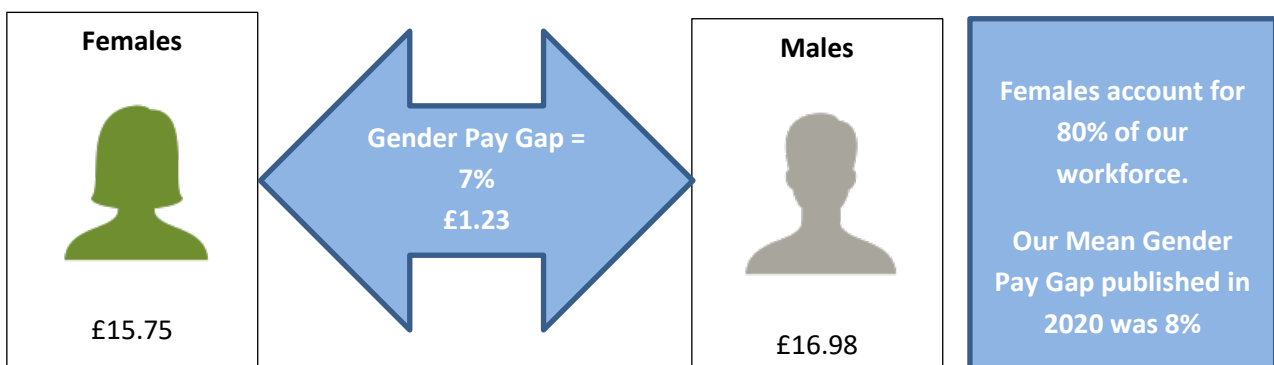
Few employers in Cambridgeshire can boast the breadth and variety of roles we enjoy at Cambridgeshire County Council. With over 4000 employees, we are one of the biggest employers in the County, with a diverse workforce to be proud of.

## Gender Pay Gap

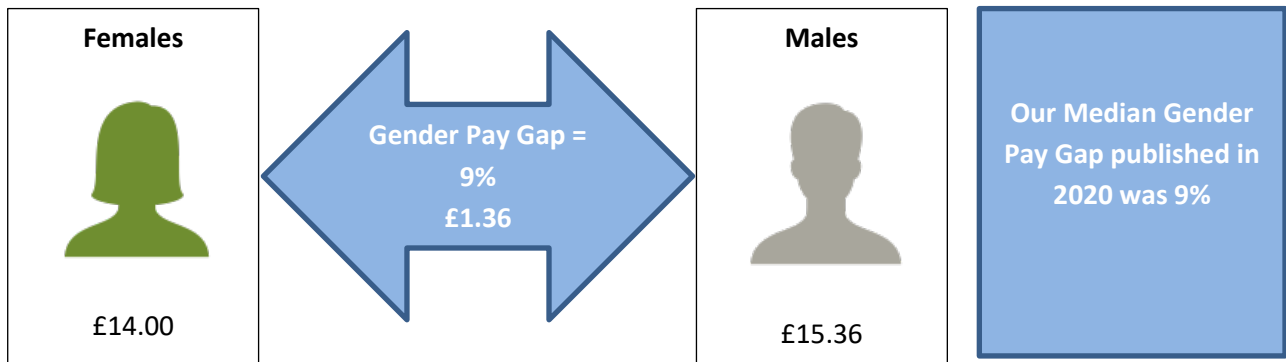
### Our Workforce Profile



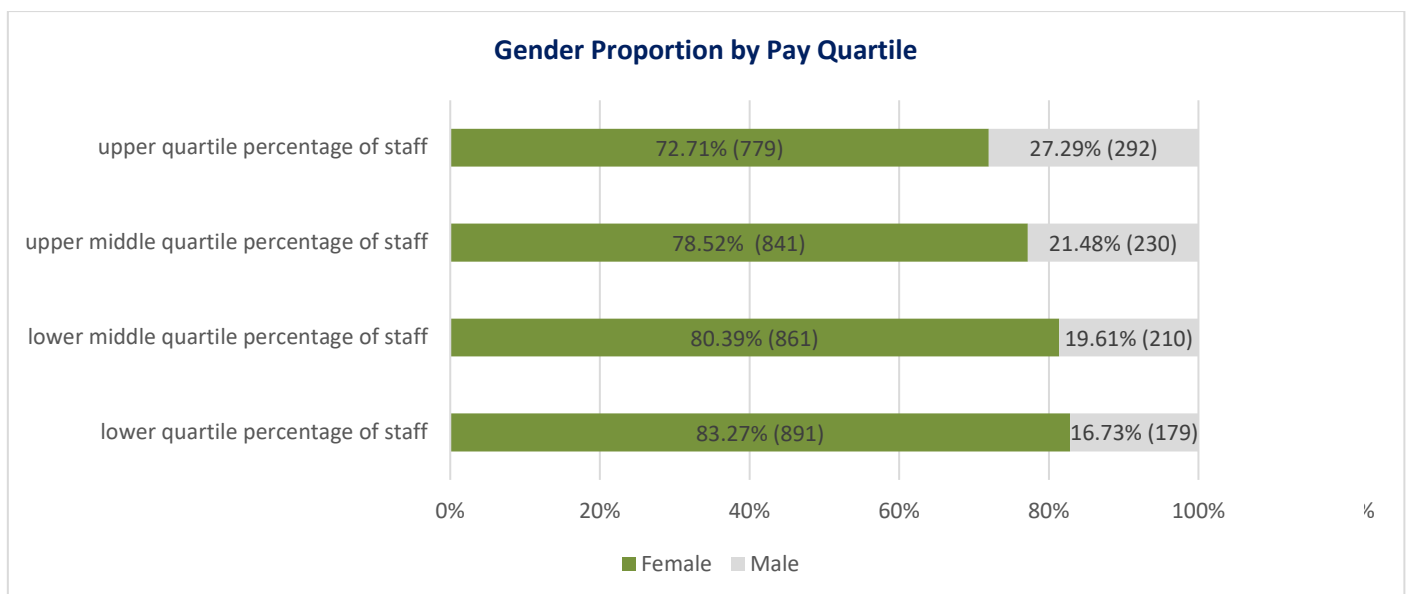
### Mean Gender Pay Gap in Hourly Pay



## Median Gender Pay Gap in Hourly Pay



## Proportion of Males and Females in Each Pay Quartile



The graph above outlines the gender split by pay quartile and illustrates the quartile split by percentage and employee numbers. The lower quartile range relates to hourly rates of up to £11.34. The lower middle quartile is hourly rates of £11.35 - £14.46. The upper middle quartile is hourly rates of £14.47 – £18.52. The upper quartile relates to hourly rates of £18.53 and above. Please note that these figures exclude employees on reduced pay such as absence/maternity and adoption leave/career breaks, and therefore does not correspond to the total headcount figure.

Further analysis of the data demonstrates that females are fairly evenly spread across the pay quartiles, whereas males are more highly represented in the upper two quartiles. This distribution explains the higher median hourly rate for males.

## Mean, Median and Proportion of Employees Receiving a Bonus Payment

Cambridgeshire County Council does not operate a bonus payment scheme, and therefore has no bonus payment pay gaps.

# Ethnicity Pay Gap

Until such a time that ethnicity pay gap reporting becomes legislative, there is no agreed calculation or classification for the data. We have, therefore, calculated our ethnicity pay gap in a similar format to the gender pay gap process, comparing the number of employees disclosing they are of an ethnic origin other than white, against the earnings of employees who are white and excluding those who have opted to ‘prefer not to say’ or who have not disclosed any information on their ethnicity. The method in which we report the ethnicity pay gap may differ in the future if legislative requirements and guidance are introduced.

<b>UNKNOWN</b>	<b>PREFER NOT TO SAY</b>	<b>ETHNICITY OTHER THAN WHITE</b>	<b>WHITE</b>
1113 employees	84 employees	231 employees	2873 employees
26% of employees	2% of employees	5% of employees	67% of employees
Mean hourly rate = £14.89	Mean hourly rate = £17.86	Mean hourly rate = £16.00	Mean hourly rate = £16.41
Median hourly rate = £13.13	Median hourly rate = £14.92	Median hourly rate = £15.35	Median hourly rate = £14.92

## Pay Gap

Calculation of the hourly rate of employees of an ethnic origin other than white, compared against those declaring they are white

<b>Mean Ethnicity Pay Gap</b> <b>2.5%</b>	<b>Median Ethnicity Pay Gap</b> <b>-2.9%</b>
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The data above demonstrates that those employees of an ethnic origin other than white are earning an average of £0.41 less than white employees, but have a greater salary range and higher median hourly rate at £0.43 more than white employees.

## Action We Are Taking

Our current workforce data tells us that the council is attracting and retaining women and we have a fairly representative number of female employees across all four pay quartiles. The council has a fair and equitable pay policy in place and promotes flexible working practices. All jobs in the council are evaluated using the Hay methodology to ensure we have equality of grading for male and female employees carrying out the same work.

We undertake a full review and report into our gender pay gap every year and will incorporate ethnicity gap figures into this report in the future. This includes analysis of quantitative data including starters and leavers, workforce and recent staff survey results as well as qualitative data gained through talking to our employees.

The analysis and research undertaken as a result of these reviews emphasise that there is no quick win or simple solution to reduce a gender pay gap in the workforce. The only way to reduce our gender pay gap is to take a long term view of resourcing, developing and engaging our workforce, and the following table summarises the current actions that we are taking to reduce our pay gap.

The following action plan primarily focuses on the gender pay gap. A priority for the Council for the next 12 months is to increase the data we hold on ethnicity to enable us to conduct full analysis and develop actions to reduce our ethnicity pay gap.

Theme:	Action:
<p><b>Improve development opportunities for female employees</b> We do not have a problem attracting and retaining our female workforce. However, our next steps are to invest in developing and empowering our female employees to be more proactive and confident in their own career and personal development, and encourage them to move into more senior roles.</p>	<ul style="list-style-type: none"> <li>• Develop clear career pathways for female employees.</li> <li>• Managers and leaders need to be trained in how to spot talent and encourage employees to develop.</li> <li>• Employees will be encouraged to take sideways moves as well as promotional roles to broaden their knowledge.</li> <li>• Our recruitment and selection training will be updated with an emphasis on this. We will promote and encourage managers to attend this training.</li> <li>• Analysis is required to identify hard to fill and traditionally male dominated roles to encourage greater diversity in these posts.</li> <li>• Implement a suite of development initiatives to empower female employees. For example coaching, mentoring and skills development. Females will be more confident in recognising their value and skilled in negotiating their development opportunities and package.</li> </ul>
<p><b>Engagement</b> Female employees are more likely to need to be encouraged to apply for new posts or development opportunities rather than apply for opportunities themselves.</p>	<ul style="list-style-type: none"> <li>• Increased communication from female senior leaders (for example blogs Q&amp;A sessions) to provide increased visibility of female leaders and role model career growth.</li> <li>• Create professional networking groups for all employees working full and part time.</li> </ul>
<p><b>Recruitment and selection</b> We need to improve how we attract and retain females and candidates from all ethnicities into roles where they are less represented.</p>	<ul style="list-style-type: none"> <li>• Review of recruitment processes to ensure there is no gender bias post shortlisting.</li> <li>• Review of sample job descriptions/adverts to ensure there is no subtle gender bias.</li> </ul>
<p><b>Working Practices</b> Flexible working practices will improve retention of our staff and allow employees with non-work responsibilities (i.e. family commitments, studying) to continue to progress through the council without compromising their work/life balance.</p>	<ul style="list-style-type: none"> <li>• Have defined flexible and agile working and published a policy outlining how this applies to our Council., published</li> <li>• As part of the Cambs2020 programme a programme of training is being rolled out across all teams to support improved flexible and agile working. Managers will need to understand how to flex individual working practices to manage the impact on the team.</li> <li>• Managers to consider working practices and how they could be made more flexible. For example review purpose, duration and frequency of meetings and consider how the use of IT for example could facilitate flexible working for employees.</li> </ul>
<p><b>Ethnicity Gap</b> Increased data returns will enable an analysis of the data, and assist with identifying trends and patterns in the data leading to further actions to take</p>	<ul style="list-style-type: none"> <li>• The unknown ethnicity category has the lowest average hourly rate, suggesting that some of our lowest paid workers are those that we do not have data for. This could be skewing the overall pay gap figures, so the priority for the next year is to increase the number of employees that we have ethnicity data for.</li> <li>• Seek benchmarks for ethnicity data, paying particular attention to our commissioned services.</li> </ul>

## Next Steps

The challenge in our Council, as it is nationally, is to eliminate any gender and ethnicity pay gap. We will continue to work on initiatives to reduce our pay gaps including further mid-year analysis and reporting.